

Using Recruitment Advertising as a Strategic Tool in Employer Branding: A content analysis of print recruitment advertisements of service industry

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Abstract

The research into the field of recruitment advertising recognizes that a major cause of concern for the recruiter is the effectiveness of its hiring efforts. While companies and organizations worldwide are trying disjointed attempts to attract people and to convince them to become employees, successful ones do it with comprehensive '*Employer Branding*' strategies. It is imperative for an organisation to define its personality as that of a preferred employer; ensuring money spent on recruitment is not expenditure but investment. This research asserts that companies need to appreciate that recruitment advertisements can be as powerful as corporate and brand advertising, and so require the same attention in design, elegance, use of space and detail. The study makes use of content analysis and presents guidelines on the construction of an effective recruitment advertisement in print especially designed for service sector.

Key words: Employer branding, service sector, recruitment advertising, content analysis, tangilblisation strategies.

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Introduction

'*Employer branding*' appears to be the new mantra for an organization's success in today's hyper competitive environs. Traditionally, recruitment was thought to be the responsibility of HR departments. However, with the changing times, 'Marketing within' has come to forefront here. It is believed that good recruitment can happen only when the organization markets itself as the best employer. One way of good employer branding could be through Recruitment advertising which is a form of corporate communication that addresses an organisation's ever increasing need for effective and efficient people (Cullen, 2004).

Need for present research

In an era when companies with the same area of interest compete for talented individuals, 'marketing within' in an organization can become more impactful through the judicious and innovative use of recruitment marketing to not only make a position known to candidates but also to demonstrate the brand activity and quality. Especially in service organizations, more than any other asset or tools and techniques, people matter the most. This research work stresses that one way of managing the internal marketing successfully is through designing effective and compelling recruitment advertisements (also called job advertisements). The contention is to establish the fact that from being purely transactional in nature, recruitment marketing has the potential to be a critical dimension of corporate advertising and brand building.

Literature review on recruitment marketing

Much of the prescriptive literature on recruitment marketing explores possible changes in the marketplace and its reflection in the job ads. Cullen (2004) argues that **job ads are a more reflective opinion about the necessary and desired employer requirements from candidates.** Mathews and Redman (1995) describe recruitment advertisement as a mass media communication that serves not only to state job requirements and notify vacancies but also as a platform for the transmission of organizational messages. In a similar vein, Kennan and Kole (2006) assert that **job**

advertisements provide a window to the marketplace. Talking of the advertisement contents, the issue of use of personal attributes in recruitment advertisement has been much debated upon. Researchers like Hill and Maycock (1991); Lunn (1987); Barsoux's (1993); Dench (1997) advocate the emphasis on personal attributes in job advertisements. Researchers including Clyde, 2002; Xu, 1996; Heimer, 2002; found that technical skills, technological expertise, interpersonal and behavioural skills, and service delivery competencies featured frequently in job advertisements.

Propositions and hypotheses development for present research

The research into the field of recruitment marketing recognizes that a major cause of concern for the recruiter is the effectiveness of its hiring efforts. It has been evident that researchers conceive services to be different than products/goods (see for example, Zinkan *et al.*, 1992; Cutler and Javalgi, 1993; Ha 1998, etc.) due to the unique characteristics i.e. intangibility, inseparability, heterogeneity, perishability and non- ownership (Lovelock, 1991) nature of services.

In this research, the guidelines developed by George and Berry (adapted from Bang and Moon, 2002) to enhance the concreteness of services advertising were used, albeit with certain modifications to accommodate the contents conveyed in the recruitment advertisements.

P₁. In general, the service organisations' recruitment advertisements deploy tangibilisation strategy (suggested by Berry and George)

The first guideline demonstrates that services advertising should make use of endorsements in order to capitalize on word of mouth. The rationale is that service organisations have a risk factor associated that can be offset to a large extent by a positive bias of the existing employees.

H_{1a}. Service organisations' recruitment advertisements use employee endorsement (testimonials) as a means to accentuate their claims of being the best place to work.

H_{o1a}. There is no difference in the use of employee endorsement across the Lovelock's four service categories.

The second guideline puts forth the belief that services advertising should provide tangible clues about the quality of service (cited in Bang and Moon, 2002). However, in the present study, it was considered beneficial to relate these tangible clues to the job situation (Green,1998), i.e. visual and

verbal clues depicting building, employees or symbols that the prospective applicants might be able to link with.

H_{1b}. Service organisations' recruitment advertisements make efforts to influence prospective employees' perception of organization/ job offered by making use of tangible clues.

H_{o1b}. There is no difference in the efforts to influence prospective employees' perception of organization/ job offered by making use of tangible clues across the Lovelock's four service categories.

Modifying the next guideline by Bang and Moon (2002), it is proposed that recruitment advertisements for services should place a higher level of importance on communicating appropriate tangible cues to facilitate better understanding of nature of job.

H_{1c}. Service organisations' recruitment advertisements use tangible cues to facilitate better understanding of nature and content of jobs.

H_{o1c}. There is no difference in the use of tangible cues to facilitate better understanding of nature and content of jobs across the Lovelock's four service categories.

The fourth guideline cautions marketers to advertise what is possible. In a services context, where a tangible product is usually not found, service marketers seem to get involve in exaggeration, when promising the service fulfillment (Bang and Moon, 2002). It is hence proposed that recruitment advertisements for services tend to make tall promises to the applicants.

H_{1d}. Service recruitment advertisements are likely to indulge in making tall/ exaggerated promises to the job applicants.

H_{o1d}. There is no difference in the extent of service recruitment advertisements indulging in making tall/ exaggerated promises to the job applicants across the Lovelock's four service categories.

Berry and Clark (1986) have offered another framework for the preparation of effective services advertising. The theme is that service companies should use *cognitive communication strategies* that present tangibles in the service process.

H₂. The service organisations' recruitment advertisements are utilizing Berry and Clark's (1986) cognitive communication strategies viz., visualization, association, physical representation and documentation strategies to describe the organisation and jobs more effectively.

H₀₂. There is no difference in the use of Berry and Clark's cognitive communication strategies across the Lovelock's four service categories.

Research design

It is an exploratory study that is qualitative in nature and uses **Content Analysis**. Content analysis is a method of codifying the text of writing into various groups or categories based on selected criteria (Krippendorff, 1980). To ensure **Validity and reliability** (Milne and Adler (1999) cited in Guthrie et al., 2004), the present study used five independent coders. The disclosure categories in the present research were selected from well- grounded literature. A reliable coding instrument was developed, and the coders were trained thoroughly. Inter-coder reliability was measured by the percentage of consensus agreement in recoding a common set of advertisements as a team. It was 100 percent for binary variables and averaged 90 percent for multiple-category variables.

Classification of services for the present research

The study uses Lovelock's (1983, 2003) classification scheme of services (**Figure 1**) where services are classified on the basis of the characteristics of the service process.

Unit of analysis

The unit of analysis is the recruitment advertisements of service organization in Indian newspapers (weekly job supplements). Two national newspapers (Times of India and The Hindustan Times). In the present study, such 'scope' samples (as recommended by Altheide, 1996; cited in Guthrie et al; 2004) are justifiable.

There were a total of 489 recruitment advertisements that fulfilled the criteria of the four categories of Lovelock's services framework. As expected, the number of advertisements in each cell varied considerably. In order to create a balanced sample for content analysis, the researchers independently examined the advertisement set with the objective of obtaining 40 services advertisements for each of the four categories. The sub categorization of these categories is presented in **Figure 2**.

Codebook and its development

A codebook or coding scheme contains each variable in the study and specifies the application of coding rules to the variables (Cooper and Schindler, 1999, p 414). The coding scheme in the present study was developed keeping the previously defined categories as a base and modifying it to accommodate the contents of recruitment advertisements for services.

Coding procedure

Against the background of pertinent literature on services advertising and the recommendations by theorists, the protocol was developed. The data coding instrument and codebook with operational definitions were developed. Category sets were established. These categories were exhaustive and mutually exclusive. Five postgraduate students pursuing Masters in Business Administration were selected as independent coders. The coders were unaware of the study's purpose. To control the coder variance, same coders evaluated all advertisements. Researchers such as Wang and Chan (2001) too have advocated this approach. Coders were provided with codebook containing operational definitions of each category (see **(Figure 3)**). Intensive training was provided for coders to increase their familiarity with the coding scheme and operational definitions.

Statistical analysis

SPSS (statistical package) was used for data entry and analysis.

Observations and analysis

The propositions and hypotheses developed were tested using statistical analysis. This analysis (using SPSS) consists of firstly calculating the *frequency* of each variable in the advertisement set. Thereafter, a *cross tabulation* was conducted so as to compare the prevalence of select variables across the different service categories. In order to substantiate the content analysis results, *chi square test* was then applied to test the propositions developed earlier (see **statistical analysis in the annexure**). The data analyzed is presented in its summarized form here (refer **Figure 4, 5 and 6**).

Tangibilisation used (P_1)

The findings accentuates the role of tangible clues in advertisement in minimizing the risks arising due to intangibility associated with the service jobs and consequently providing a lucid picture regarding the nature of the job and the expectations attached with it.

Use of testimonials (H_{1a})

Despite the scholastic suggestion of featuring employees exhibiting positive dispositions towards the organisation, it is surprising to find that only information processing category contained advertisements that featured testimonials.

Use of tangibles to influence applicants (H_{1b})

The recruitment advertisements for services with greater level of intangible actions (mental stimulus processing and information processing) employed higher number of clues in comparison to services with greater tangibility.

Use of tangible cues to aid understanding of nature and content of job (H_{1c})

The mental stimulus processing services include the maximum number of advertisements employing tangible clues to make jobs more comprehensible. A possible raison d'être for this could be that this service type has to interact with people's minds and therefore employers need more concrete evidences and clues to support the core service.

Use of exaggerated claims (H_{1d})

Information processing category features the highest number of advertisements that boast of tall claims. However, it needs to be kept in mind that unrealistic promises made by recruiters often obscure rather than illuminate an employer brand.

Use of cognitive communication strategy (H_2)

The findings in this study were in line with the academic prescription; with a large majority of recruitment advertisements employing one or more of these cognitive communication strategies. Most advertisements concentrate on the use of association strategy while fewest advertisements have been seen employing documentation strategy.

Implications for practitioners

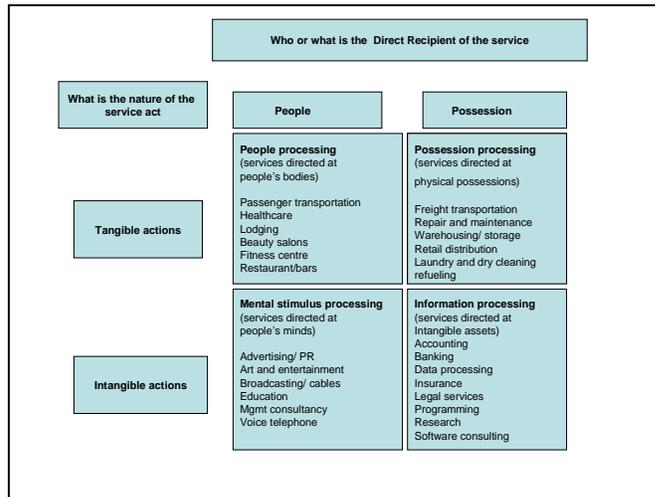
It is imperative for an organisation to define its personality as that of a preferred employer; ensuring money spent on recruitment is not expenditure but investment. An inspired, high quality recruitment advertisement can become an effective tool for brand communication. Brilliantly executed recruitment advertisements containing corporate messages intertwined with recruitment offers can become excellent employer branding material.

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Annexure

Figure 1 Lovelock’s classification of services



(Source: Lovelock, Christopher H., (2003), “Services Marketing- People, Technology, Strategy,” 4th edition, Pearson Education, India).

Figure 2: Category-wise classification of advertisements

Service type	No.	Service Type	No.		
People processing (PP)		Possession processing (PoP)			
1	Healthcare	11	1	Freight transportation	10
2	Lodging	5	2	Retail	7
3	Passenger transportation	16	3	Real estate	8
4	Personal care and hygiene	5	4	Repair and maintenance	14
5	Restaurant	3	5	Warehousing	1
	Total	40		Total	40
Mental stimuli processing (MSP)		Information processing (IP)			
1	Advertising/PR	8	1	Accounting	2
2	Art/ entertainment	6	2	Banking	5
3	Education	21	3	Data processing	2
4	Management consultancy	1	4	Insurance	2
5	Voice telephony	4	5	Legal services	2
	Total	40	6	Research	1
			7	Software consulting	26
				Total	40

Figure 3 Research Protocol: The codebook for services advertising

Case Id #: (001-160)

Item no.	Question statement	Remarks	Coding
1	<p>Does the advertisement make use of tangible clues</p> <p>a) No (b) Yes</p> <p>If yes, go to next else move to item no. 19a</p>	<p>George and Berry (1981) and Berry and Clark (1986) cited in Bang and Moon (2002) have advised marketers to enhance the effectiveness of services advertising by means of tangibilising services. For the purpose of tangibilising services advertising, George and Berry (1981) and Berry and Clark (1986) have offered certain guidelines that stress on transforming the intangible services into cognitive, meaningful associations.</p>	<p>a= 0: no such strategy has been used.</p> <p>b= 1: yes, if the recruitment advertisement tries to make use of certain tangibilisation/ association clues to make the service easily conceivable.</p>
1a	<p>Are the clues both verbal and visual</p> <p>a) No (b) Yes</p>	<p>Readers tend to pay more attention to tangibles associated with a service for cues about the service quality (Bang and Moon, 2002). The presence of verbal tangible cues increases effectiveness (Stafford, 1996) of the advertisement.</p>	<p>a= 0: the advertisement makes use of either verbal or visual cues.</p> <p>b= 1: the advertisement uses both verbal and visual tangible cues.</p>
1b	<p>Does the advertisement make use of tangible clues to make the job more easily understood</p> <p>a) No (b) Yes</p>	<p>The tangibilisation strategy should attempt at making the job more easily understood.</p>	<p>a= 0: no</p> <p>b=1:yes</p>
1c	<p>Does the advertisement help the reader understand what the job is about?</p> <p>a) No (b) Yes</p>	<p>Service organizations are usually difficult for prospective employees to evaluate due to the general nature (i.e. intangibility, inseparability, heterogeneity, and perishability). Associating the job with tangible clues help in reducing the uncertainties associated with the service jobs.</p>	<p>a= 0: no</p> <p>b=1:yes</p>
1d	<p>Are the tangible clues directly associated with the job situation so as to influence preference of prospective employees' perception of organization</p> <p>a) No (b) Yes</p>	<p>Advertising messages are the only mechanisms which allow reader to evaluate services before making decision to patronize those (Green, 1998). Any tangible clues i.e. physical evidence of service, directly associated with the service job that is communicated through recruitment advertisement would help to diminish feeling of uncertainties.</p>	<p>a= 0: no</p> <p>b=1:yes</p>
1 (e)	<p>Which among the following has been used</p> <p>(a) Visualisation</p> <p>(b) Association</p> <p>(c) Physical representation</p> <p>(d) Documentation</p>	<p>Berry and Clark (1996) have developed guidelines for effective tangibilisation of service advertisements. The inherent difficulty of not being able to illustrate the products draws attention towards the utility of such considerations. The four strategies are visualization, association, physical representation and documentation.</p>	<p>a= 1: the advertisement that uses visualization to give the mental picture of job's benefits/ qualities</p> <p>b= 2: the advertisements that link the job to extrinsic goods, persons, event, place, objects, etc.</p> <p>c= 3: the advertisements that mention some kind of physical component of services by depicting either the dominant good or peripheral good.</p> <p>d= 4: the advertisement that mentions facts and figures relating to organisation's performance</p>

1(f)	Do the present employees speak from their personal experiences (a) No (b) Yes	Service organizations should try to capitalize on word of mouth. The positive statements of present employees serve as testimonials to create good impression of the service organisations and reassure the prospective applicants.	a= 0: the advertisement does not portray its employees b= 1: if the advertisement shows the present employees of the service organisation sharing their experiences at the work place.
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Figure 4 Frequency analysis of advertisement elements: a summarised representation (Sample: 160 advertisements)

Advertising parameters	Used	Not used	Not applicable
<i>Testimonials used</i>	4 (2.5%)	156 (97.5%)	-
<i>Tangible clue used to influence applicant perception</i>	102 (63.8%)	58 (36.3%)	-
<i>Tangible clue used to understand nature of job</i>	59 (36.9%)	42 (26.3%)	59 (36.9%)
<i>Exaggerated claims used</i>	27 (16.9%)	77 (48.1%)	56 (35.0%)
<i>Cognitive communication strategies used</i>	108 (67.5%)	52 (32.5%)	-

Figure 5 Comparison of advertisement elements across Lovelock’s service categories: a summarised representation

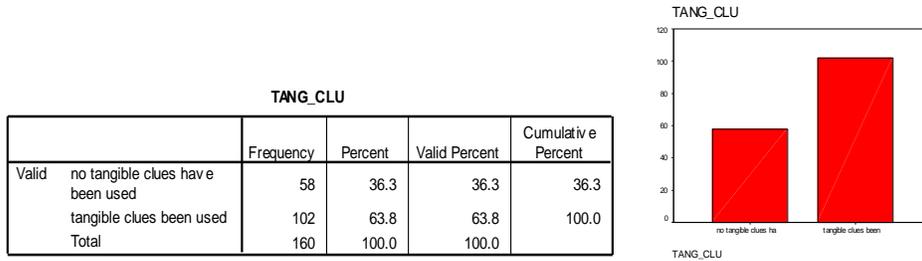
Advertisement element	People processing(PP)	Possession processing(PoP)	Mental stimulus processing(MSP)	Information processing(IP)
<i>Testimonials used</i>	Nil	Nil	Nil	Very few
<i>Tangible clue used to influence applicant perception</i>	More than PoP but less than IP	Least	Most	More than PP
<i>Tangible clue used to understand nature of job</i>	More than IP but less than MSP	Least	Most	More than PoP but less than PP
<i>Exaggerated claims used</i>	Least	More than MSP but less than IP	More than PP	Most
<i>Cognitive communication strategies used</i>	Uses more physical representation	Uses more association	Uses more association	Uses more visualisation

Figure 6 Summary of the hypotheses and their outcome

Hypotheses	Supported?
H_{o1a} no difference in use of testimonials across service categories	no
H_{o1b} no difference in use of tangibles to influence applicants across service categories	no
H_{o1c} no difference in use of tangible cues to aid understanding of nature and content of job across service categories	yes
H_{o1d} no difference in the extent of exaggerated promises across service categories	no
H_{o2} no difference in use of Berry and Clark’s cognitive communication strategies across service categories	no

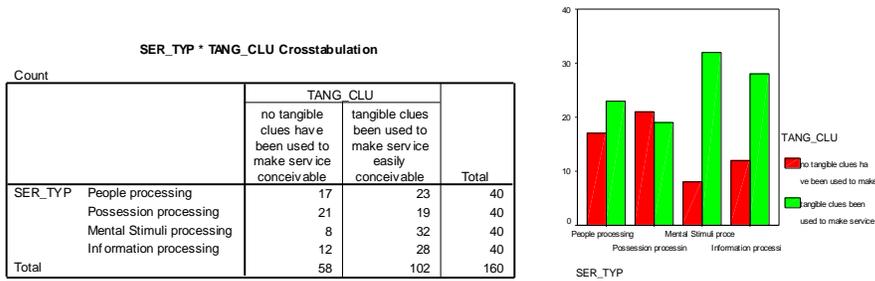
Statistical analysis

Exhibit 1.1.1 Frequency of advertisements featuring tangible clues



Viewing the chart, the outcome is that in 63.8 percent ads, some kind of tangible clues have been used. Conversely, the remaining (36.3 percent) ads do not employ any tangibilisation.

Exhibit 1.1.2 Cross tabulation between service type and tangible clues used



As is evident, MSP category contains the highest number of ads in which tangible clues have been used to make service easily conceivable. PoP service type on the other hand, have the least of such ads.

Exhibit 1.1.3 Non parametric test (chi square test) for use of tangible clues across service type

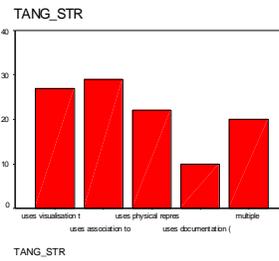
Chi-Square Tests			
	Value	df	Asy mp. Sig. (2-sided)
Pearson Chi-Square	10.494 ^a	3	.015
Likelihood Ratio	10.748	3	.013
Linear-by-Linear Association	4.214	1	.040
N of Valid Cases	160		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 14.50.

The results reveal that there is no significant difference in the use of tangible clues across the service categories

Exhibit 1.2.1 Frequency of advertisements featuring tangible strategies

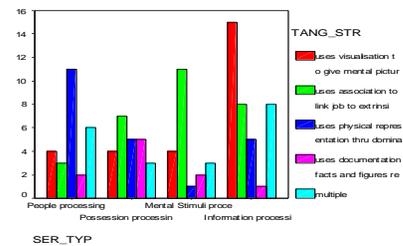
		TANG_STR			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	uses visualisation to give mental picture of job's benefits	27	16.9	25.0	25.0
	uses association to link job to extrinsic goods, persons, etc	29	18.1	26.9	51.9
	uses physical representation thru dominant or peripheral good	22	13.8	20.4	72.2
	uses documentation (facts and figures related to org perform	10	6.3	9.3	81.5
	multiple	20	12.5	18.5	100.0
	Total	108	67.5	100.0	
Missing	Sy stem	52	32.5		
Total		160	100.0		



With regard to the use of tangible strategy, it can be observed that 67.5 percent of total ads employ these. On further exploration of the kind of strategy used, it can be figured out that 26.9 percent ads use association, 25 percent employ visualisation, 20.4 percent use physical representation, 9.3 percent employ documentation and 18.5 percent ads exercise multiple strategies.

Exhibit 1.2.2 Cross tabulation between service type and tangible strategy

		SER_TYP * TANG_STR Crosstabulation						
		TANG_STR						
		uses visualisation to give mental picture of job's benefits	uses association to link job to extrinsic goods, persons, etc	uses physical representation thru dominant or peripheral good	uses documentation (facts and figures related to org perform	multiple	Total	
SER_TYP	People processing	4	3	11	2	6	26	
	Possession processing	4	7	5	5	3	24	
	Mental Stimul processing	4	11	1	2	3	21	
	Information processing	15	8	5	1	8	37	
Total		27	29	22	10	20	108	



As manifested in the charts, all the service types use tangible strategy. The difference however is in the extent of utilising the type of tangible strategy. IP ads for instance are seen to be employing more 'visualisation'; PP ads exhibit more 'physical representation'; PoP ads demonstrate more 'documentation' while MSP ads use 'association' to express tangibilisation. Also, IP and PP categories are found to be deploying more of multiple tangibilisation strategies than the rest.

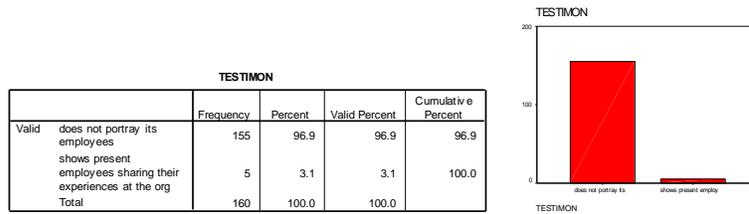
Exhibit 1.2.3 Non parametric test (chi square test) for use of tangible strategies across service type

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	29.220 ^a	12	.004
Likelihood Ratio	28.039	12	.005
Linear-by-Linear Association	3.985	1	.046
N of Valid Cases	108		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is 1.94.

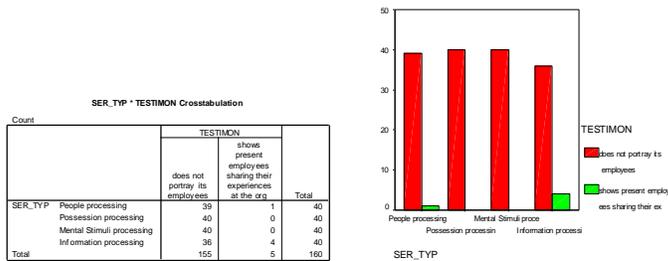
The results reveal that there is a significant difference in the tangible strategy across the service categories

Exhibit 1.3.1 Frequency of advertisements featuring testimonials



Almost all (96.9 percent) ads do not feature testimonials (employees sharing their experiences at the organisation) and only a very few (3.1 percent) ads showcase their employees.

Exhibit 1.3.2 Cross tabulation between service type and testimonials



The output tells that testimonials are sparingly used in recruitment ads. Only 4 ads in IP and one ad in PP service type feature its present employees sharing their experience at the organisation.

Exhibit 1.3.3 Non parametric test (chi square test) for use of testimonials across service type

Chi-Square Tests			
	Value	df	Asy mp. Sig. (2-sided)
Pearson Chi-Square	8.877 ^a	3	.031
Likelihood Ratio	9.140	3	.027
Linear-by-Linear Association	3.324	1	.068
N of Valid Cases	160		

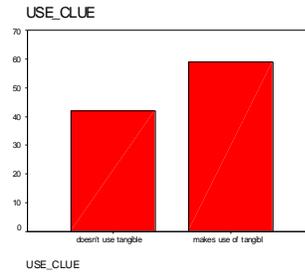
a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.25.

The results reveal that there is a significant difference in the use of testimonials across the service categories

Exhibit 1.4.1 Frequency of advertisements using tangible clues to make the job better

		USE_CLUE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doesn't use tangible clue to make job more easily understood	42	26.3	41.6	41.6
	makes use of tangible clue to make job more easily understood	59	36.9	58.4	100.0
	Total	101	63.1	100.0	
Missing	System	59	36.9		
Total		160	100.0		

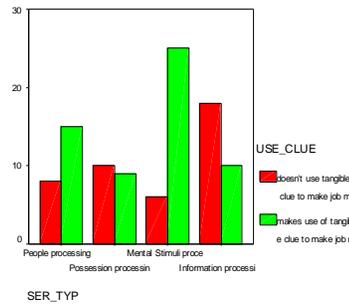
understood



58.4 percent of total ads that employ tangibilisation use it to make the job more easily understood while the remainders don't.

Exhibit 1.4.2 Cross tabulation between service type and use of tangible clues to make the job better understood

Count		USE_CLUE		Total
		doesn't use tangible clue to make job more easily understood	makes use of tangible clue to make job more easily understood	
SER_TYP	People processing	8	15	23
	Possession processing	10	9	19
	Mental Stimuli processing	6	25	31
	Information processing	18	10	28
Total		42	59	101



As observed, MSP service type makes the most use of tangible clues to make the job more easily understood. As against this, PoP and IP category use these clues scarcely.

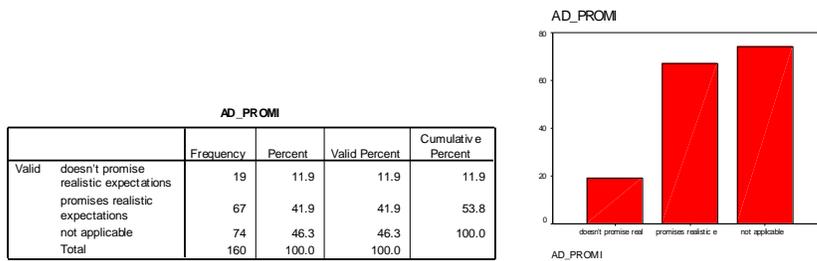
Exhibit 1.4.3 Non parametric test (chi square test) for use of tangible clues to make the job more easily understood across service type

	Value	df	Asy mp. Sig. (2-sided)
Pearson Chi-Square	13.639 ^a	3	.003
Likelihood Ratio	14.173	3	.003
Linear-by-Linear Association	1.773	1	.183
N of Valid Cases	101		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.90.

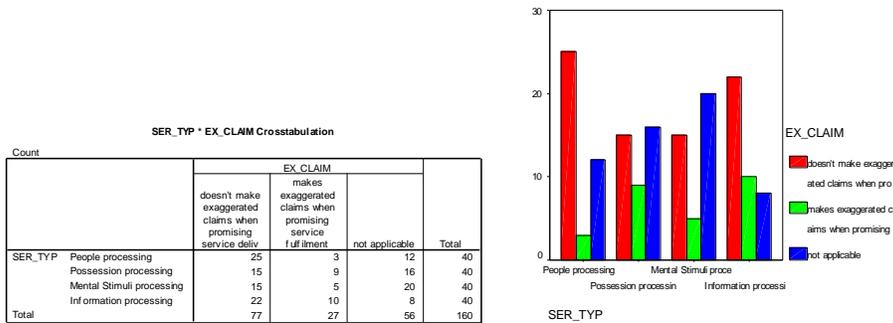
The results reveal that there is a significant difference in the use of tangible clues to make the job more easily understood across the service categories

Exhibit 1.5.1 Frequency of advertisements using exaggerated claims



The statistics reveal that 41.9 percent recruitment ads promise realistic expectations against only 11.9 ads that do not seem to promise realistic expectations to the applicants. The criterion was not applicable for the remaining set of ads.

Exhibit 1.5.2 Cross tabulation between service type and exaggerated claims



With regard to the exaggerated claims made by employers of service organisations, the output suggests that IP category leads the pack with 10 such ads while PoP category follows it closely with 9 ads. The least number of such ads are found in the PP category.

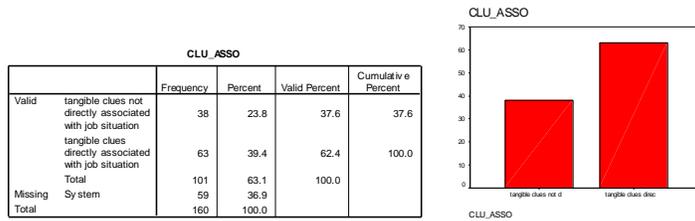
Exhibit 1.5.3 Non parametric test (chi square test) for use of exaggerated claims across service type

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.553 ^a	6	.024
Likelihood Ratio	15.035	6	.020
Linear-by-Linear Association	.002	1	.969
N of Valid Cases	160		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.75.

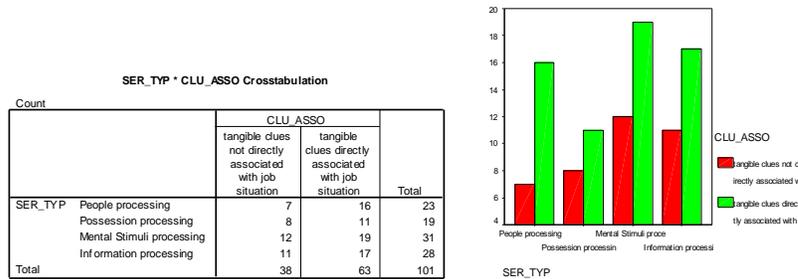
The test reveals that there is a significant difference in the use of exaggerated claims across the service types.

Exhibit 1.6.1 Frequency of advertisements with regards to clue association



It is observed that in the ads using tangible clues, the tangible clues are directly associated with job situation in 62.4 percent ads so as to influence preference of prospective employees’ perception of organization and not associated with the job situation in the residual (37.6 percent) ads.

Exhibit 1.6.2 Cross tabulation between service type and clue association



It can be observed that MSP service type comprises maximum ads where tangible clues are perceived to be directly correlated with job situation. This kind of association is witnessed least in PoP type.

Exhibit 1.6.3 Non parametric test (chi square test) for association of clues across service

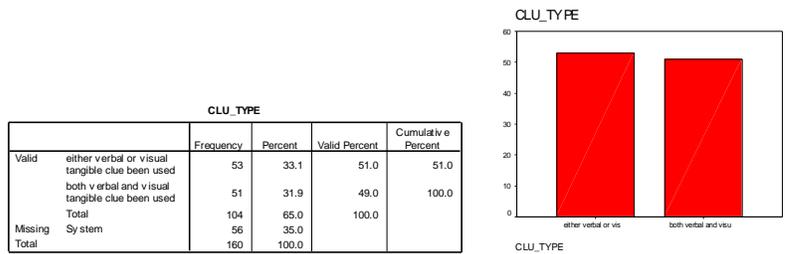
Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.718 ^a	3	.869
Likelihood Ratio	.730	3	.866
Linear-by-Linear Association	.287	1	.592
N of Valid Cases	101		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.15.

type

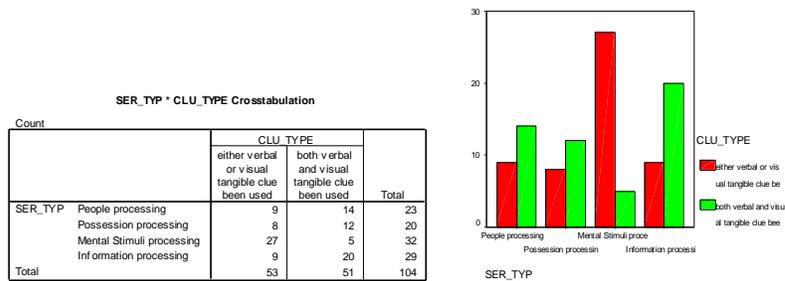
The test reveals that there is no significant difference in the use of tangible clue across the service types.

Exhibit 1.7.1 Frequency of advertisements with regards to clue type (verbal or visual)



65 percent ads use some kind of tangible clues. Vis-a vis the type of clue being used, 51 percent ads use either verbal or visual ads while 49 percent employ both verbal and visual tangible clues.

Exhibit 1.7.2 Cross tabulation between service type and clue type



Of all the service types, it can be witnessed that MSP category ads feature maximum tangible clues. This category is found to be employing either visual or verbal clues in the ads. On the contrary, IP service type utilizes both kinds of clues in most ads.

Exhibit 1.7.3 Non parametric test (chi square test) for type of tangible clues across service type

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.154 ^a	3	.000
Likelihood Ratio	22.765	3	.000
Linear-by-Linear Association	.107	1	.744
N of Valid Cases	104		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.81.

The test reveals that there is a significant difference in the use of tangible clues across the service types.